



SHOREBIRD

Transportation Demand Management (TDM) Plan

November 30, 2018

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INTRODUCTION

The Shorebird Master Plan envisions a vibrant new North Bayshore neighborhood of residents, workers and visitors. To achieve this, we are committed to multimodal transportation and mobility initiatives that support long-term growth and enhance the surrounding district.

With less than 44% of our North Bayshore workers commuting by solo vehicle trips today, we have successfully demonstrated that our Transportation Demand Management (TDM) strategy can shift workers away from single-occupancy vehicle (SOV) trips. We are excited to expand upon this success and extend our current TDM programs to the new office development at Shorebird. **The following TDM plan outlines a set of strategies to highlight our ongoing commitment to meeting the 45% SOV / drive alone and 10% carpool rate in accordance with the North Bayshore Precise Plan (NBPP).**

At Google, we understand that transportation challenges cross jurisdictional boundaries and span public / private interests. Beyond meeting the trip cap and mode share targets for North Bayshore, we will continue to offer programs designed to improve circulation,

minimize traffic impacts, and promote multimodal accessibility for our workers and the larger community. Looking forward, we will continue to be a leader in regional transportation solutions, including both financial contributions and development of programs and services that improve transportation for workers and the community at large.

The Shorebird TDM Plan includes a holistic approach to supporting both office and residential development at Shorebird while meeting the NBPP trip cap, mode share target, and residential performance standards.

The Shorebird Office TDM Program extends our existing TDM services to provide workers with a real choice to not drive to work alone. From accessible bike paths to effective transit options, the plan includes a set of

programs and infrastructure projects aimed at further shifting mode share. Transportation options include active mobility services, ride-sharing and car-sharing programs, and an extension of shuttle and transit that combined will meet the 45% SOV maximum target.

The Shorebird Residential TDM Plan includes programs that support the inherent transportation benefits of a residential community. The Shorebird Master Plan estimates 60% of housing units in the area will have one or more residents who work within North Bayshore. Since residents who live locally are more likely to simply walk or bike to work, significant auto trip generation reductions are built into the fabric of the project. The Shorebird Residential TDM Plan also includes mobility programs and infrastructure investments that promote car-free or low-driving lifestyles for residents.

The Shorebird TDM Plan extends our current TDM offerings as well as provides a new opportunity for improved transportation for workers, residents and the larger community. The plan is not intended to be a static list of recommendations, but rather an evolving program that can proactively adapt to meet the needs of the community as it evolves. To do this, the Shorebird TDM Plan recognizes the importance of continued monitoring and evaluation, and adjustments as needed to continue to meet our shared mobility goals.

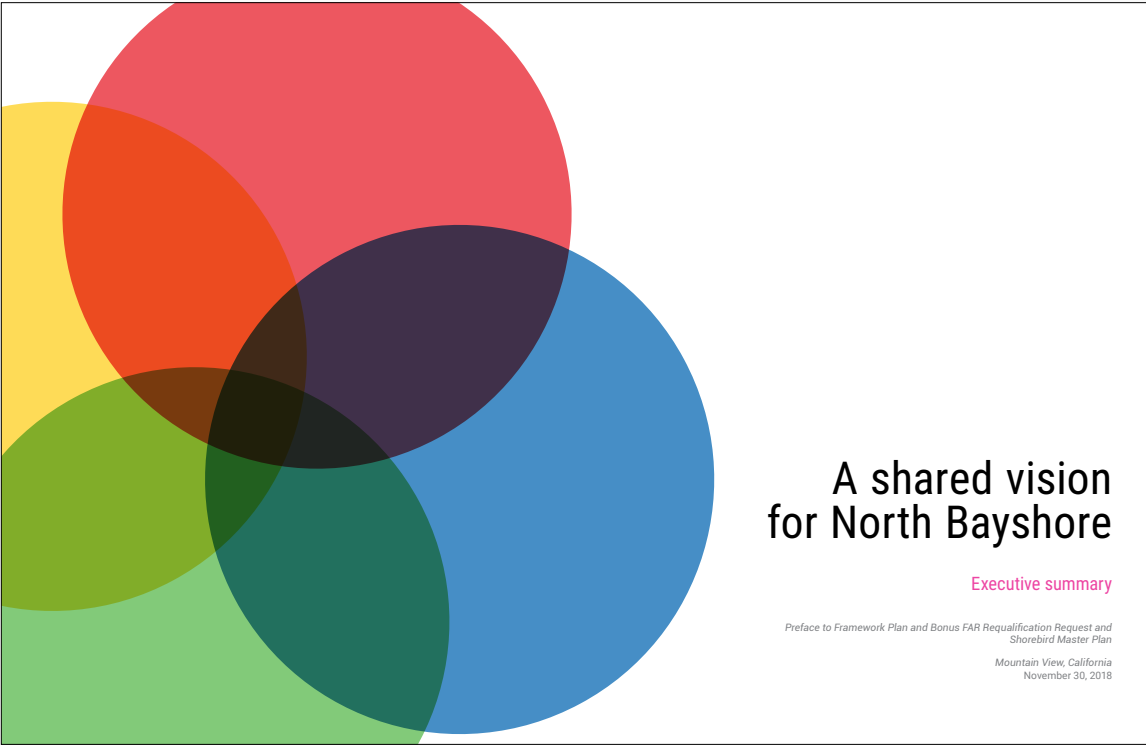


1 DOCUMENT GUIDE



1.1 RELATIONSHIP TO OTHER DOCUMENTS

The *Shorebird Master Plan* accompanies three additional documents to describe the proposal and fulfill the application criteria set forth by the City of Mountain View:



EXECUTIVE SUMMARY

This Executive Summary provides an overview of the design concepts in our Framework Plan for North Bayshore and Shorebird Master Plan. It also describes how the fundamental commitments of our Framework Plan and Bonus FAR Requalification Request can help bring to life the City's and community's vision of transforming North Bayshore.



FRAMEWORK PLAN AND BONUS FAR REQUALIFICATION REQUEST

This Plan and Request describes both a vision and our proposed commitments for North Bayshore. Using the rubric of the North Bayshore Precise Plan's guiding principles, this Plan and Request outlines a comprehensive, solutions-based approach to the design, programming, and Enhanced Community Benefits offering that would be delivered with the Bonus FAR requalification.



SHOREBIRD MASTER PLAN

As required in the Precise Plan for the development of Complete Neighborhoods such as Shorebird, this document describes the design concept, land use and program, open space and habitat strategy, buildings and massing, circulation and mobility, infrastructure and sustainability, and phasing for the 66-acre site. Shorebird represents our proposed first phase of implementing the Framework Plan. A Planned Community Permit (PCP) application would follow this submittal next year, and would contain more detailed architectural designs for the first phase of new homes and office buildings in Shorebird.



SHOREBIRD TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

The Shorebird TDM Plan sets forth strategies for both office and residential uses within the Shorebird Complete Neighborhood to discourage private auto use. In concert with the Shorebird Master Plan's emphasis on walking and bicycling, the TDM Plan includes shuttle programs, parking management, carpool programs, and transit incentive programs.

1.2 LOCATION AND TERMINOLOGY

NORTH BAYSHORE PRECISE PLAN²

This document and related documents reference the vision, guiding principles, and planning controls set by the “North Bayshore Precise Plan” (“Precise Plan” or “NBPP”) for the North Bayshore district. The NBPP was originally adopted by the City of Mountain View in 2014. In December of 2017, the City updated and adopted the NBPP to allow for and to target the creation of 9,850 homes.

COMPLETE NEIGHBORHOODS

The NBPP looks to transform the central area of the North Bayshore district that surrounds Shoreline Boulevard by proposing three Complete Neighborhoods that permit residential uses as shown in Figure 1.1. Of the three neighborhoods—Pear, Shorebird, and Joaquin—this document focuses on two: Shorebird and Joaquin, where Google can assist the City in implementing the Precise Plan’s vision for Complete Neighborhoods through its majority land ownership in those neighborhoods.

FRAMEWORK SITE AND PLAN

Shown in Figure 1.2, the “Framework Site” describes an area covering approximately 128 acres in the heart of North Bayshore. It is roughly consistent with, and slightly larger than, the Shorebird and Joaquin neighborhoods as defined in the Precise Plan. An additional parcel within the Pear neighborhood, 1601 N. Shoreline Boulevard, is Google-owned and planned for early delivery of housing, in close proximity to the Shorebird Master Plan.

² <https://www.mountainview.gov/civicax/filebank/blobdload.aspx?BlobID=15050>

The “Framework Plan” describes a comprehensive approach to the redevelopment of the land within the Framework Site.

SHOREBIRD SITE AND MASTER PLAN

“Shorebird” and the “Shorebird Master Plan” respectively describe the 66.3-acre area (Figure 1.2) and Google’s Master Plan proposal for the Shorebird neighborhood. Throughout this document, “the project” is also used to describe the Shorebird Master Plan. Shorebird is located east of Shoreline Boulevard, north of Space Park Way, and southeast of the Charleston Retention Basin.

JOAQUIN SITE AND PLAN

The “Joaquin Site” and “Joaquin Plan” describe the approximately 60-acre area (Figure 1.2) and proposal respectively, bounded by US-101 to the south, Shoreline Boulevard to the east, Charleston Road to the north, and Huff Avenue to the west. For this proposal, Joaquin is discussed as two areas: Shoreline Commons and Joaquin North.

• **JOAQUIN NORTH:** The area owned by Google within the Joaquin neighborhood, north of Plymouth, excluding the northeast quadrant of the Joaquin neighborhood boundary as defined by the Precise Plan.

• **SHORELINE COMMONS:** Identified in the NBPP as the highest density “Gateway Character Area,” Shoreline Commons refers to the area south of Plymouth that is currently controlled by two property owners, Google and another property owner. The Framework Plan presents a cohesive vision for the area, while respecting property boundaries and assuming proportional responsibility for the delivery of district housing targets and community benefits.



Figure 1.1: Framework Plan’s Relationship to NBPP Neighborhoods

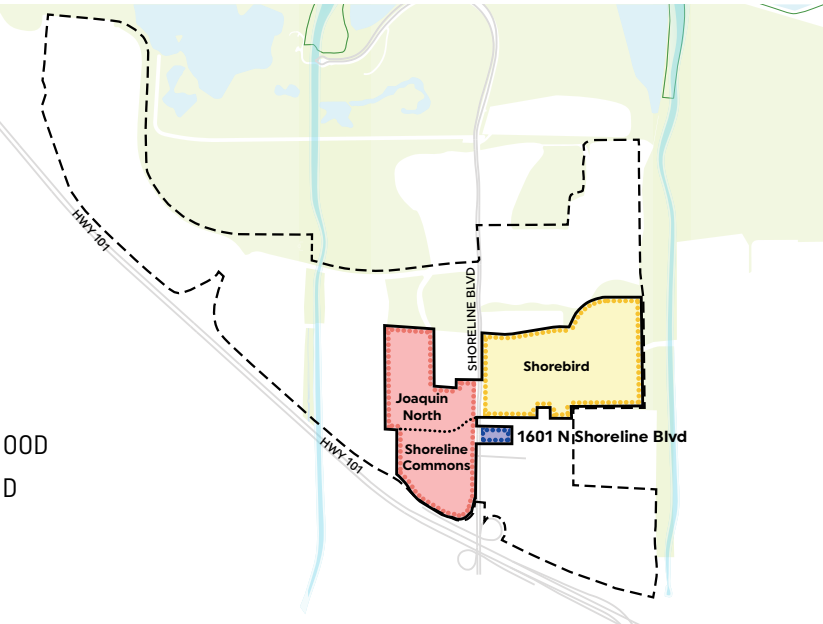


Figure 1.2: Framework Plan’s Complete Neighborhoods

DOCUMENT NOTES

- FIGURES:** All figures in this document are provided for illustrative purposes only. The conceptual renderings used throughout the Shorebird Master Plan, and other supporting documents, do not represent actual architectural designs for specific residential or office buildings. They are provided to give a general impression of the building’s scale and massing relative to the public open spaces they help to frame and activate through their ground floor uses and how buildings meet the street and open spaces.
- MEASUREMENT:** Unless otherwise noted, all area measurements throughout this document indicate gross square feet (GSF) rounded to nearest 10,000, except for office use which is rounded to the nearest 1,000.
- RESIDENTIAL UNITS:** Total units shown are indicative and are subject to further refinement in proposed Master Plans and Planned Community Permits.
- TRANSPORTATION:** New streets have been given names, inspired by the local context, as placeholders to be used during the planning process.
The transportation improvements shown in this document are illustrative of the Priority Transportation Improvements envisioned in the NBPP. The necessity for these improvements will be further confirmed by the North Bayshore circulation analysis that the City is embarking on in 2019. The Shorebird Master Plan supports these projects as identified in Section 7.8.

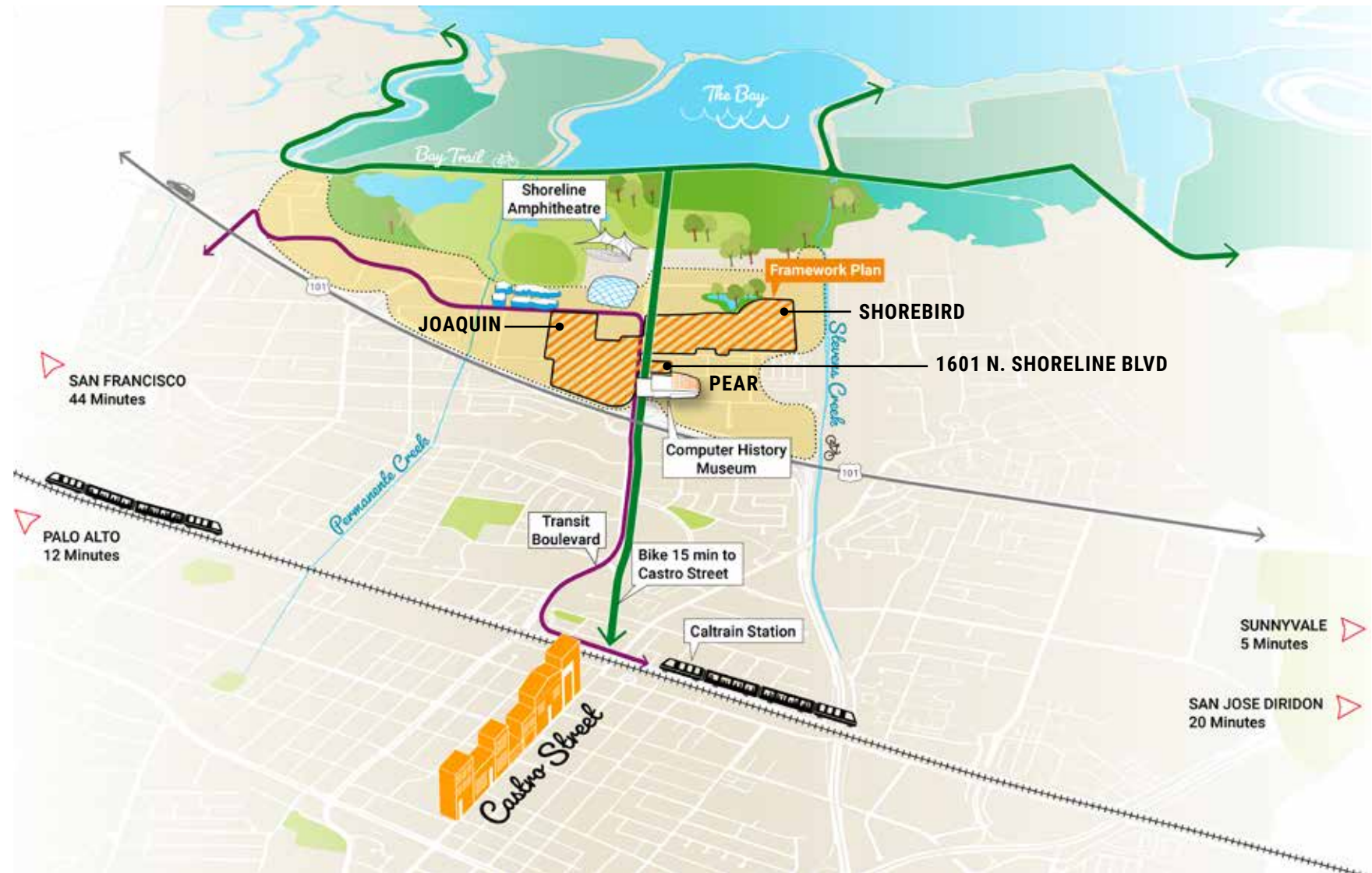
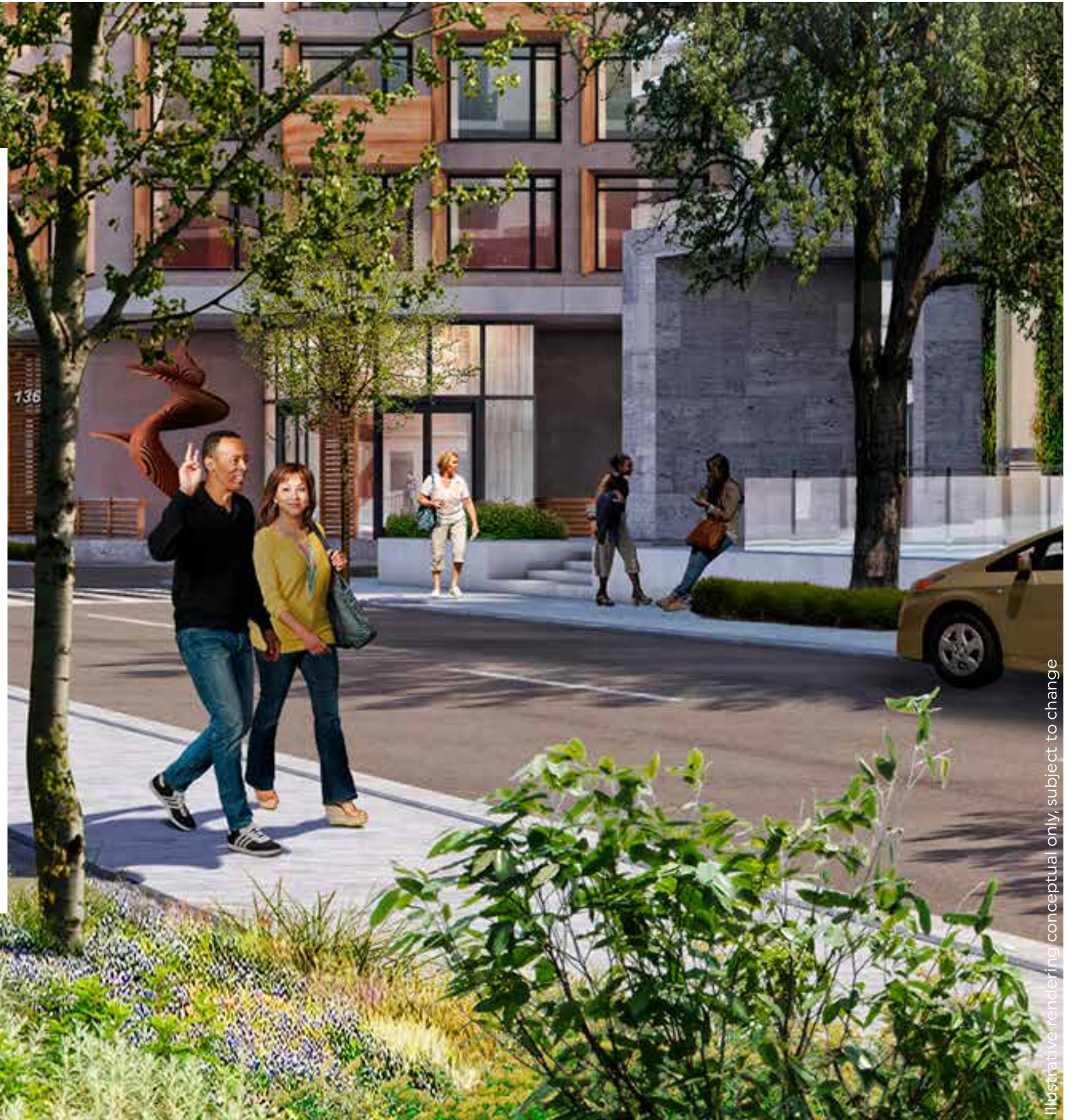


Figure 1.3: North Bayshore Context



2 OFFICE TDM AND PROJECT DESCRIPTION



2.1 OFFICE TDM

Google began operating its first shuttle in 2004. Today, Google’s transportation team is recognized as a leader in reducing commuter dependence on the car, with a drive-alone mode share of less than 44% in North Bayshore. Google’s shuttle system and significant biking population are two of its most successful programs.

Building on a history of success and a reputation for leadership in employee transportation, Google commits to extending all of its current TDM program to office development at Shorebird. The TDM program is tailored to ensure that Single Occupancy Vehicle (SOV) / Drive Alone usage does not exceed 45%, consistent with the North Bayshore Precise Plan (NBPP) and the North Bayshore TDM Plan Guidelines.

The region’s transportation challenges affect the entire community, crossing boundaries between jurisdictions and spanning both public and private interests. Google will continue to be a leader in pursuing regional transportation solutions and delivering programs and services that improve transportation for the workforce and the community at large. Much of the work will benefit the entire community: safer pedestrian and bike routes, effective alternatives to driving, and a number of programs designed to encourage biking, carpooling and public transit use. To deliver its TDM Plan Google relies on a team that

has already delivered the unprecedented success Google has experienced to date, particularly in North Bayshore. The team is led by a full-time TDM manager responsible for managing and continuously improving the program. Key principles guiding the team and its program development are measurement, experimentation, rapid adjustment, and a deep user understanding. Google is prepared to extend its TDM effort to all Google-operated buildings in Shorebird.

TDM PROGRAM SUCCESS

3,800,000 RIDERS ON COMMUTER SHUTTLES IN 2017, EQUIVALENT TO **REMOVING 6,500 CARS** FROM BAY AREA ROADS EACH DAY.

95 MILLION VEHICLE MILES ARE SAVED EACH YEAR BY GOOGLE WORKERS WHO USE THE GBUS NETWORK.

56.21% OF GOOGLE WORKERS **DID NOT DRIVE ALONE** TO THE MOUNTAIN VIEW CAMPUS IN 2017.

21% OF GOOGLE WORKERS WHO LIVE WITHIN 9 MILES OF WORK RIDE A BIKE TO WORK.

GOOGLE'S GBUS NETWORK (COMMUTER SHUTTLE SERVICE) PROVIDES **OVER 900 DAILY DEPARTURES**, SERVING 200 STOPS IN THE NINE BAY AREA COUNTIES.

NEARLY **12,000 TRIPS** ARE MADE ON GBIKES (GOOGLE'S BIKE SHARE) EVERY DAY, PROVIDING AN ALTERNATIVE TO DRIVING FOR INTERNAL CAMPUS TRIPS.

8,000+ GBUS SHUTTLE BOARDINGS EACH MORNING.

190,000 RIDERS PER YEAR USE THE GOOGLE FUNDED MOUNTAIN VIEW COMMUNITY SHUTTLE, REMOVING LOCAL TRIPS FROM THE ROAD.

¹ Excludes employees out-of-office or working outside of North Bayshore during the survey.



Multi-modal transit facilities provide high capacity transit, combined with first and last mile connections, allowing commuters to leave the car at home



Active mode infrastructure provide a safe and efficient district network



GBus and GBikes are two of Google's most successful TDM programs



Autonomous Vehicles



Electric Bikes



Electric Scooters

2.2 SHOREBIRD PROJECT DESCRIPTION

The Shorebird Master Plan (project) proposes a diverse mix of land uses that support a vibrant public realm to connect residents, workers and visitors to art, food, and nature in North Bayshore. The Shorebird TDM Plan supports the Shorebird Master Plan and Bonus Requalification Request by outlining the project’s TDM commitments for residential occupants and office workers.

Shorebird would contain up to 4.9 million square feet of development consisting of office, residential, retail and other land uses. The Shorebird site is located at the southeast corner of the Shoreline Boulevard and Charleston Road intersection. The project is bounded by Shoreline Boulevard to the west, Charleston Road to the north, Stevens Creek to the east and Space Park Way to the south.

Conveniently located close to US 101 and SR 237, the project has access to San Francisco and San Jose. There are three primary gateways into the North Bayshore area. The closest to Shorebird is the Shoreline gateway, which is adjacent to the site. At Rengstorff, a second gateway provides access to Shorebird via both Amphitheatre Parkway and

Charleston Road. San Antonio is the gateway furthest from Shorebird and provides access via Garcia Avenue, Amphitheatre Parkway and Charleston Road. Primary vehicular access to Shorebird will be directly from Shoreline Boulevard, Charleston Road or Space Park Way.

The proposed project will provide space for office and residential development with supporting and complementary land uses that include local retail, grocery store, small business center, visitor center, and public open space.

DEVELOPMENT PROGRAM

Residential will be the predominant land use in Shorebird, providing 2.3 million square feet of residential program (2,400 to 2,600 units). The existing office buildings will be transformed into a contemporary office cluster to provide 2.136 million square feet of office program. These two primary land uses create a neighborhood for people to both live and work. Increasing the diversity of uses within Shorebird, a new 200-room hotel is proposed, conveniently located to

leverage close proximity to transit and the active mobility network. To complement the office and residential land uses, Shorebird will also be home to an enlivened public realm that provides 100,000 to 150,000 square feet of retail and active space. The space will be flexible and designed to support a range of neighborhood serving retail, entertainment and small local businesses. Shorebird also includes 100,000 to 150,000 square foot of

district infrastructure building with a Central Utility Plant (CUP) located at its eastern end, to provide a combined energy production, thermal heating and cooling and non-potable water treatment.

Shorebird will be home to approximately 8,550 office workers and 4,550 residents, many whom will both live and work within the district.

LAND USE	PROGRAM (SQUARE FEET)	CAR PARKING SPACES	SHORT TERM BIKE PARKING SPACES	LONG TERM BIKE PARKING SPACES
Office	2,136,000	960 (on-Site) 3,300 (off-site)	215	1,070
Residential	2,300,000	1,040	260	2,600
Hotel	150,000 (~200 rooms)	300	30	30
Retail	150,000	(shared between uses)	30	30
District Systems / Infrastructure	150,000	(To be included in Loading Area)	None	None
Total	4,886,000	5,600	535	3,730

Table 2.1: Shorebird Program and Parking Provision Overview



Figure 2.1: Shorebird Conceptual Land Use Plan

- | | | |
|---|---|--|
| RESIDENTIAL | HOTEL | GREEN LOOP |
| OFFICE | PUBLIC PASSAGES AND PLAZAS | |
| RETAIL/ACTIVE USES | PUBLICLY ACCESSIBLE OPEN SPACE | |

CAR AND BIKE PARKING

Total parking for Shorebird is listed in **Table 2.2**. This amount represents a net reduction of ~400 spaces from the total provided on Shorebird site today. In total, 2,300 of the required 5,600 spaces will be located on the project site: 960 spaces will be for office use, 1,040 spaces for residential and 300 spaces for retail and visitors. The remaining 3,300 spaces will be located off-site, in a new garage within the district (proposed at Shoreline Amphitheatre) and located within a convenient walking distance of the project. The 3,300 spaces located at Amphitheatre will be for office use and account for 75% of the overall office parking provision. Proposed parking is two spaces per 1,000 square feet for office and 0.4 spaces per unit for residential, both under the NBPP maximum parking requirements.

On-street parking will be provided on select access streets, with parking management by the City to restrict parking for short-stays. Curb space will also be provided for the increased curbside activity for pick-up and drop-off expected with the continued growth in Transportation Network Companies (TNCs), including autonomous vehicles in the future. **Sections 5.9 and 6.4** provide further breakdown of car parking spaces.

To support increased bike activity, bike parking within the project will be provided to meet or exceed the NBPP requirements. See **Sections 5.5, and 6.7** for further details on the breakdown of bike parking spaces. Consistent with current practices, showers, towels, changing facilities and lockers will be provided for workers as part of the project in line with the standards outlined in the NBPP.

LAND USE	ON-SITE SPACES (SHOREBIRD)	OFF-SITE SPACES (AMPHITHEATRE)	TOTAL PARKING PROVISION
Existing (All Office)	~2,700	-	~2,700
Proposed Office	960	3,300	4,260
Proposed Residential	1,040	0	1,040
Proposed Commercial (Retail / Hotel)	300	0	300
Proposed Total	2,300	3,300	5,600

Table 2.2: On-site / Off-site Car Parking Space Breakdown



Figure 2.2: Short-term Bike Parking

CIRCULATION AND SUPPORT OF CITY IMPLEMENTATION ACTIONS (CIP)

The circulation and mobility network of Shorebird includes a “green grid” of pedestrian and bicycle facilities that prioritizes connectivity and quality of experience. The street network is designed to prioritize active modes first, shared mobility second and lastly local vehicular access. The green grid, combined with an effective TDM program, unbundling and reduction of parking, transit and shuttle incentives, and provision of bike-share and car-share services have been designed to significantly decrease the pressure on key gateways into and out of North Bayshore.

However, the need for additional roadway capacity is anticipated particularly at the gateways. The transportation improvements provided in the Shorebird Master Plan build upon the priority transportation improvements envisioned in the NBPP. The necessity for these improvements will be further confirmed by the NBS circulation analysis that the City is embarking on in 2019. The capacity improvement projects include, but are not

limited to: new transit facilities; pedestrian and bicycle improvements; improvements along Shoreline Boulevard; direct off-ramp at La Avenida; continuation of Charleston Road under Highway 101 (at Rengstorff); and new transit and pedestrian / bike bridges over Stevens Creek.

FUTURE READY

The improvements and network proposed in this project embrace the dynamic potential of innovation in transportation systems, as anticipated by the NBPP. Shorebird focuses on creating an active mobility network, including narrow streets to prioritize pedestrian and cyclists, as well as a robust distributed, convenient network for an autonomous future.

Over the coming decades, autonomous vehicles (AVs) and related technologies have the potential to introduce transformative change to mobility norms. Change could come faster within the Bay Area, due to the clustering of AV developers, early adopter markets, and proactive city partnerships.

Initially, AVs are highly likely to be introduced as shared or fleet-based services similar to today's app-based ride hailing services. These services will likely be limited to specific use cases within predetermined zones. For example, rides to an employer's campus could be available for workers living within a five- to fifteen-mile radius. Programs can expand to wider zones and with a broader customer base. Eventually, workers and office visitors within a certain distance from specified geographies could access the site via a fleet-based AV service.

The project also supports other innovative technology-driven solutions to mobility including parking management, incentive programs and funding to study an automated guideway transit (AGT) system.

The adjacent table summarizes the key proposed characteristics for the development site, as prescribed in the City's TDM Plan Guidelines.

Intended Land Uses	Office
	Residential
	Hotel
	Retail and Entertainment
	District systems
	Comprehensive Travel Demand Management Program
	Commuter / Connector shuttles
	Public transit
	Shared bicycles,
	Secure bicycle parking, showers, changing facilities
	Long-term use lockers
	On-site bike repair
	On-site car-share
	Ride sharing service
	Priority parking for disabled persons, expectant mothers,
	carpools, and electric vehicles
	Emergency Ride Home Program
	Rideshare matching service
	On-site food service
Type of employee that the site is designed for	Technology industry workers and support service workers
Employee density per 1,000 square feet	4 employees per 1,000 sq. ft.
Type of resident that the site is designed for	Residential units are anticipated to attract a high rate of people who work within North Bayshore, which will reduce the overall vehicle trips in/out of North Bayshore
Average occupants per residential unit	1.75 residents per dwelling unit (per NBPP Environmental Impact Report)

Table 2.3: Project Description Overview



3

TDM APPROACH



3.1 TRANSPORTATION STRATEGY

The Shorebird TDM Plan fits into Google’s overall transportation strategy for North Bayshore. The transportation strategy is founded upon the key principles of providing a mix of uses, minimizing parking, relieving bottlenecks and providing better commute choices.

MIX OF USES

A Complete Neighborhood provides a mix of residential and commercial uses. When residents of North Bayshore also work there, they have less need for external trips. This reduces trips at the gateways, and promotes walking and bicycling within the district.

PROVIDE BETTER CHOICES

Over the past eight years, Google has worked to provide transit service that is an attractive alternative to driving alone. Before, those services were focused on its long-distance commuters. Now Google extends these services to near- and medium-distance commuter markets. In addition, physical improvements to the pedestrian and bicycle network will help incentivize workers and visitors to leave their cars behind. New TDM programs and services prioritize people and nature over traffic and privately-owned cars.

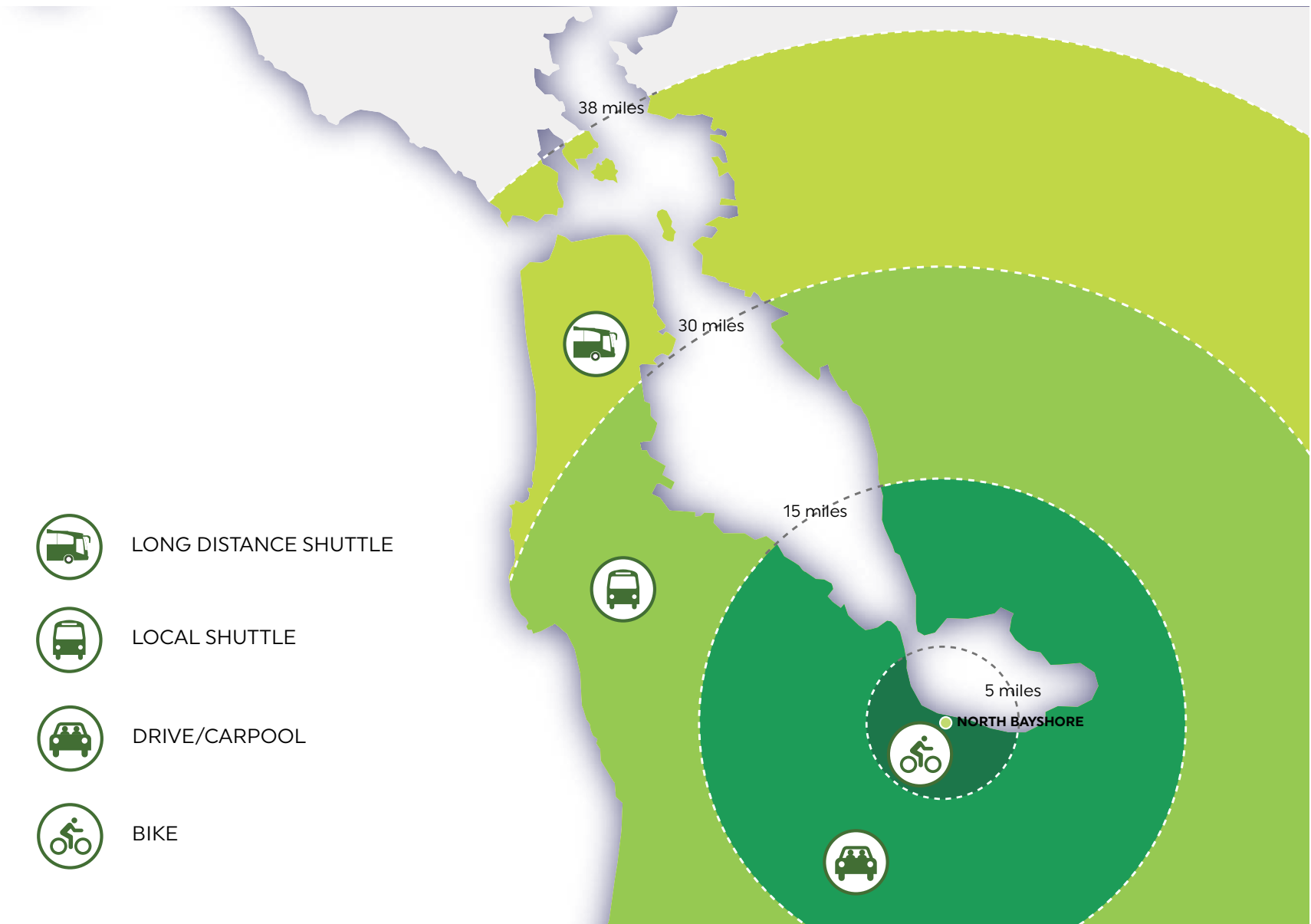


Figure 3.1: Predominant Travel Mode & Distance

MINIMIZE PARKING

The Shorebird project plans for a future when mobility is much less oriented around parking than today. Parking is an inefficient use of land and generates congestion. Parking demand will decrease with the overall success of the Shorebird Master Plan and TDM Program, with more trips completed through walking and biking, public transit or shuttles. A successful project will result in less reliance on owning a car, as people take advantage of safer bike routes, better transit and self-driving cars.

The project aims to minimize parking as much as possible by offering attractive alternatives to driving. Reducing parking availability is an effective way of influencing mode share, particularly drive-alone trips, as people are more incentivized to use other commute modes if parking is not readily available. However, in order for minimized parking to successfully influence mode shift, attractive and efficient alternatives need to be provided.

RELIEVE BOTTLENECKS

Shorebird is situated adjacent to North Bayshore’s most congested gateway, North Shoreline Boulevard. To address this challenge, the project proposes to reduce overall gateway demand through a design focused on people, reduction in parking supply and a successful TDM program. Secondly, the project proposes district capacity improvement projects that improve the district’s walking and biking network, and high-capacity transit infrastructure projects to improve transit / shuttle speed and reliability. Finally, the project supports roadway capacity improvements within the district to increase vehicle capacity at the gateways, consistent with the Priority Transportation Improvements outlined in the NBPP. The Shorebird Master Plan, Section 7.8 provides further details on these projects to increase overall district capacity.



Figure 3.2: Shoreline Boulevard

COMMITMENT TO IMPROVE

Both commuter and residential TDM programs have been developed using lessons learned by Google as it has built a successful TDM program over time.

Google has a history of reducing drive-alone commute trips by encouraging workers to switch to other forms of commuting. From the start, Google invested in transportation options, including transit, shuttle bus, vanpool and self-powered commuting (bicycle, walking, etc). Google has expanded its TDM offerings over time, for example introducing pedal-assist electric bikes (e-bikes) for longer distance commutes. These have allowed Google to respond to changing technology and travel needs.

Combined with a successful residential and office TDM program, the project recognizes that reducing its impact on the community where people live and work means prioritizing walking and cycling, and minimizing the space set aside for vehicles, including both parking and roads.

COORDINATED APPROACH TO TRANSPORTATION ALTERNATIVES

Minimizing the number of single-occupancy vehicle trips into, out of and within North Bayshore during peak hours requires providing realistic transportation alternatives that can meet the various travel needs of its residential and employee population throughout the day. Those needs go beyond the commute to and from work, and can include late or off-site work, errands or lunch engagements, and unexpected child care requirements, among others.

To address these requirements, the Shorebird TDM uses core programs (those that reduce commute trips during peak hours, such as commute shuttles) along with supporting programs (those that make it possible to leave the car at home, such as the emergency ride home program or car-share for off-site meetings or errands).



Figure 3.3: GBus Service in North Bayshore

Google's GBus network has continued to evolve since its initial conception, with services added as demand changes, all with the intention of providing a convenient alternative to driving to work. The success of the GBus program is supported through its complementary programs like Emergency Ride Home and GBikes.

3.2 TDM PROGRAM COMPONENTS

The Shorebird TDM Plan provides programs distinctly tailored for residential or office use. Some of the programs outlined in the guidelines provide benefit only for the office program, such as Priority Parking for Carpool and Vanpools, or Pre-Tax Commuter Benefits. Some programs can be considered for both residential or office (if cost-effective), for example Subsidized or Free Transit Passes could be offered within the Office TDM Program and/or Residential TDM Program. Other programs should be offered collectively to both as a shared program, such as shuttle services for first/last-mile connections or on-site car sharing. The Shorebird TDM Program is comprised of four types of measures that apply to both resident and employee tailored programs.

1. CORE PROGRAMS

Core programs are measures that include the provision of transportation alternatives, including commuter shuttle buses or transit passes for residents.

2. SUPPORTING PROGRAMS

Supporting programs are measures providing an additional layer of convenience, comfort, flexibility or experience that helps workers make smart transportation choices or allows residents to live without owning a car. Examples include the Emergency Ride Home Program, which reduces worker anxiety around being able to get home in an emergency. On-site car-share services provide workers and residents access to a car when required. Community shuttles can be used by workers, residents and the general public. Internal Google circulation shuttles can be used by Google workers to connect with other Google campuses.



Figure 3.4: Commuter Shuttle (Core Program)



Figure 3.5: GBikes (Supporting Program)

3. SUPPORTING INFRASTRUCTURE IMPROVEMENTS

The overall development goals for North Bayshore include a comprehensive set of transformative infrastructure improvement projects designed to make walking, bicycling and transit more safe and attractive. These physical components include pedestrian and bicycle bridges; an extensive and complete network of bicycle lanes, tracks and trails; and the Green Loop. Within buildings, improvements include provision of showers and changing rooms for "self-powered" commuters like cyclists and secure bicycle storage rooms for workers and residents. To improve transit efficiency, bus lanes and well-designed shuttle stops will be added. To maintain roadway safety and efficiency, plans include curbside loading zones for shared-ride and self-driving car drop off.

4. TIPPING THE BALANCE: METHODS OF ENCOURAGEMENT

Sometimes it's the little things that make the difference. There are measures in the TDM Plan designed to increase awareness, and encourage the use of alternative transportation choices, through education, incentive and reward programs. These measures can tip the balance to a favorable proportion of workers and residents using alternative transportation choices.



Figure 3.6: Bike lane (Infrastructure Improvements)



Figure 3.7: Rewards program (Encouragement)

3.3 IMPLEMENTATION, FUNDING AND ADMINISTRATION OF THE TDM PROGRAM

The Office TDM Program for the Project will be implemented, funded and administered by Google's Real Estate and Workplace Services (REWS) division. A detailed description of the Transportation Team, its structure and responsibilities is provided in **Section 5.2**.

The Residential TDM Program will be funded through lease and rental revenue for residential units or annual fees for the for-sale units. Implementation and administration of the program will be completed by an on-site transportation coordinator working for the developer / property owner, working with the Mountain View TMA and City of Mountain View. Further information of the role and responsibilities are provided in **Section 6.2**.

3.4 MODE SHARE

The NBPP identifies mode share targets that enable planned growth while minimizing traffic impacts of new development for office.

Mode share for existing Google workers in North Bayshore is summarized in **Table 3.1**. Existing mode shares are from the results of the Google in Motion 2017 Report. As indicated, less than 44% of commuters drive alone to North Bayshore, outperforming the NBPP target maximum of 45% drive-alone.

The carpool and taxi / Uber / Lyft / drop-off mode combined is 6.7%, which is below the 10% carpool target. This is offset, however, by the significant share of commuters using shuttles (over 36%).

Residential units will be required to meet the residential vehicle trip performance threshold to be outlined in the North Bayshore Residential TDM Guidelines that are currently under development by the City of Mountain View.

COMMUTE MODE	2017 GOOGLE MODE CHOICE ¹		SHOREBIRD TARGET MODE SHARE ²
	ALL EMPLOYEES (INCLUDES THOSE SICK OR TRAVELING)	COMMUTERS (EXCLUDES THOSE SICK OR TRAVELING)	
Drive Alone	40.8%	43.8%	45%
Carpool	3.5%	3.8%	
Drop-off / Taxi / Uber / Lyft	2.7%	2.9%	
Shuttle	33.9%	36.4%	45%
Public Transit	1.5%	1.6%	
Bike	5.8%	6.2%	
Walk	0.6%	0.6%	
Vanpool	0.1%	0.1%	
Telecommute	4.3%	4.6%	-
Did not commute ³	6.8%	-	
Total	100%	100%	100%

Notes:
¹ For all other Google holdings in North Bayshore. Source: Google In Motion 2017.
² North Bayshore Precise Plan requirement used to set project-level trip caps.
³ Out of office (vacation, sick), working in a different office or remotely.

Table 3.1: Existing Mode Share and Project Targets



Figure 3.8: Existing North Bayshore Green Loop



4 TDM PROGRAM OVERVIEW



4.1 TDM PROGRAM

The North Bayshore TDM Plan Guidelines outline a series of required baseline and optional measures to meet the trip cap and mode share targets (45% SOV and 10% Carpool). This section provides an overview of the programs the project will provide, with **Section 5** (Office) and **Section 6** (Residential) providing further details on the measures.

In designing the Shorebird TDM program, Google has sought to go above and beyond the minimum requirements set out in the NBPP and the North Bayshore TDM Plan Guidelines. Google's approach is to be flexible and responsive to the changing travel needs of its workers. A key part of each of the measures will be the close monitoring of up-to-date travel conditions and services to adequately respond dynamically to changing travel needs of residents and workers.

Table 4.1 and **Table 4.2** summarize the office baseline and optional programs that Google is committed to implementing at Shorebird.

OFFICE - PRECISE PLAN BASELINE TDM PROGRAMS	CURRENT	FUTURE
Priority Parking for Carpools and Vanpools	✓	✓
On-Site Transportation Coordinator	✓	✓
Bicycle Parking, Shower, and Changing Facilities	✓	✓
Bike Sharing	✓	✓
Flexible Work Schedule	✓	✓
Emergency Ride Home Program	✓	✓
Membership in TMA	✓	✓
Rideshare Matching Services	✓	✓
Shuttle Services	✓	✓
Marketing and Information	✓	✓

Table 4.1: Office TDM Program Summary (Baseline TDM Programs)

OFFICE - PRECISE PLAN OPTIONAL TDM PROGRAMS	CURRENT	FUTURE
Parking Cash-Out		★
Parking Supply		✓
Pre-tax Commuter Benefits	✓	✓
Subsidized or Free Vanpools or Carpools	✓	✓
Subsidized or Free Transit Passes		★
Biking Incentives	✓	✓
On-Site Bike Repair Facilities	✓	✓
Bike Buddy Program	✓	✓
Bike Loaner Program	✓	✓
Expanded Carpool Matching	✓	✓
Commuter Shuttle Services	✓	✓
Car Sharing	✓	✓
On-Site Amenities and Services	✓	✓
Funding District Wide Services	✓	✓
Other TDM Measures	✓	✓

★ = Potential future program

Table 4.2: Office TDM Program Summary (Optional TDM Programs)

Table 4.3 and Table 4.4 summarize the residential program's key features.

Table 4.5 provides an estimate of the potential for reducing trips, based upon the program type. Google's successful TDM Program likely outperforms any other current company TDM program in North Bayshore, with extremely attractive drive-alone rates already below the 45% SOV target in the NBPP.

RESIDENTIAL - BASELINE TDM PROGRAM	CURRENT	FUTURE
TDM Coordinator		✓
Local Shuttle Connections		✓
Short and Long-term Secure Bike Parking		✓
Residential Bike-share		✓
Transportation Website		✓

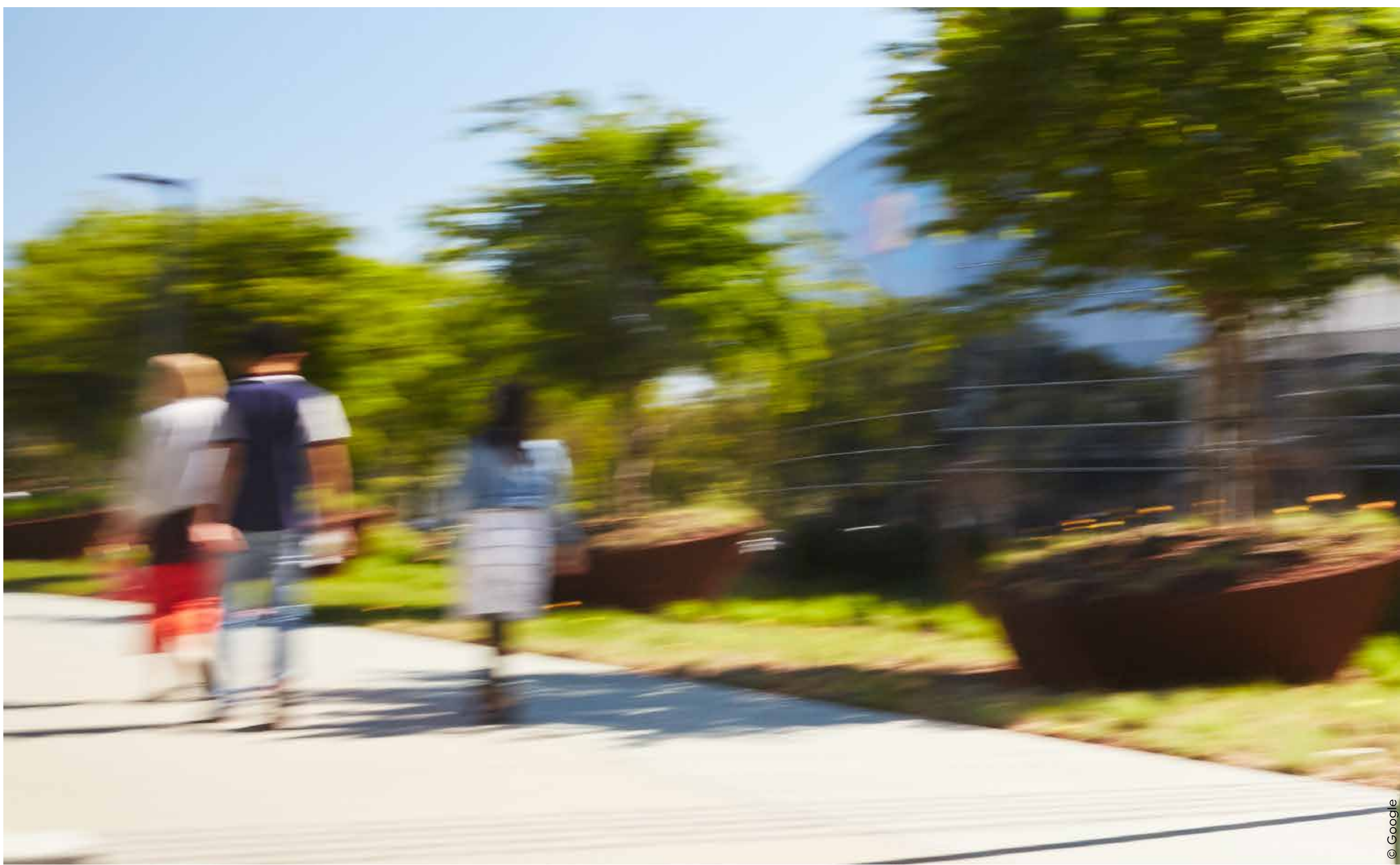
Table 4.3: Residential TDM Program Summary (Baseline TDM Programs)

RESIDENTIAL - OPTIONAL TDM PROGRAM	CURRENT	FUTURE
On-site Car-share Vehicles		✓
Dedicated Car-share Spaces		✓
Unbundled Residential Parking		✓
Transit Pass Program		✓
Scooter-share Program		✓

Table 4.4: Residential TDM Program Summary (Optional TDM Programs)

TDM PROGRAMS	ESTIMATED TDM REDUCTION
ACTIVE MOBILITY (Walk/bike from Shorebird Residential; bicycle parking, shower and changing facilities; bicycle sharing; bicycling incentives; on-site bicycle repair facilities; bicycle buddy program; bicycle give away program)	15%
RIDESHARING AND CAR SHARING (Priority parking for carpools and vanpools; rideshare matching services; subsidized or free vanpools or carpools; expanded carpool matching; car sharing)	5%
SHUTTLE AND TRANSIT (Shuttle services; pre-tax commuter benefits; subsidized or free transit passes; commuter shuttle services)	30%
FLEXIBLE WORK SCHEDULE (Flexible work schedule, emergency ride home)	2%
MARKETING (On-site transportation coordinator; membership in the TMA; marketing and information)	2%
SITE DESIGN AND OTHER MEASURES (Parking cash-out; parking supply; on-site amenities and services; funding district-wide services, other TDM measures)	10%

Table 4.5: Potential Office SOV Trip Reduction Based on TDM



5 OFFICE TDM PROGRAM



5.1 OFFICE TDM OVERVIEW

The Office TDM Program is designed to provide workers with attractive incentives and supporting programs that provide a real alternative to not driving to North Bayshore. All of the programs outlined in the following sections are successfully used by Google to achieve significant mode shift from drive-alone to more efficient and effective commute modes, providing real benefits to the district. These programs are complemented by Google's commitment to fund its proportionate share of NBPP's Priority Transportation Improvements.



Figure 5.1: GBikes for On-site Campus Transportation

5.2 ON-SITE TRANSPORTATION COORDINATOR

An office employee transportation program as extensive as Google’s requires an entire team. The role of “transportation coordinator” is currently shared by a team of dedicated on-site transportation professionals. The Google Transportation Team is supported by both Google employees and contractors to deliver transportation services. The team is well-positioned to proactively plan for changes in travel demand, adjust and implement new services, and monitor the impacts of changes, all while responding to a host of day-to-day operational challenges.

Together, the Google Transportation Team is responsible for the following functions:

- SHUTTLE PROGRAM:** Operate and manage the commuter shuttle program, including add/removing stops and identifying new routes and service.
- BIKE PROGRAM:** Operate, manage and maintain the on-campus bicycle programs, including the extensive GBike services, on-site bike repair facilities and educational / promotional activities.
- **PARKING:** Manage on-site parking to ensure that demand is actively managed against parking supply.

- CAR SHARE:** Manage and identify opportunities for the campus car-sharing programs such as GRide and Zipcar.
- CARPPOOL/VANPOOL:** Organize and coordinate the carpool and vanpool programs.
- EMERGENCY RIDE HOME:** Provide information and coordination for the emergency ride home service.
- GRIDE:** Operate and manage the on-demand taxi service for the campus (known as GRide program).
- PROGRAM EXPANSION:** Plan, budget and expand the transportation services to maintain the pace of Google population growth and geographical coverage.
- INFORMATION:** Maintain and update Google's internal transportation website, used as a portal to provide workers with a one-stop shop for all transportation-related services including maps, schedules, discount programs, mailing lists etc.
- ISSUE MANAGEMENT:** Monitor and respond to identified transportation related issues such as parking, bike-share, priority parking and shuttle services.

- EVALUATION AND MONITORING:** Monitor the overall effectiveness of the TDM program to ensure that it is sufficiently providing transportation options to maintain and reduce drive-alone trips.
- The Google Transportation Team is supported by Building Liaisons employees. These are designated Google staff members responsible for coordinating with workers on their well-being and workplace needs, including transportation issues. These positions are an important part of the monitoring and communication process with the transportation team, as they are best suited to respond to transportation and mobility issues on a building-specific level.

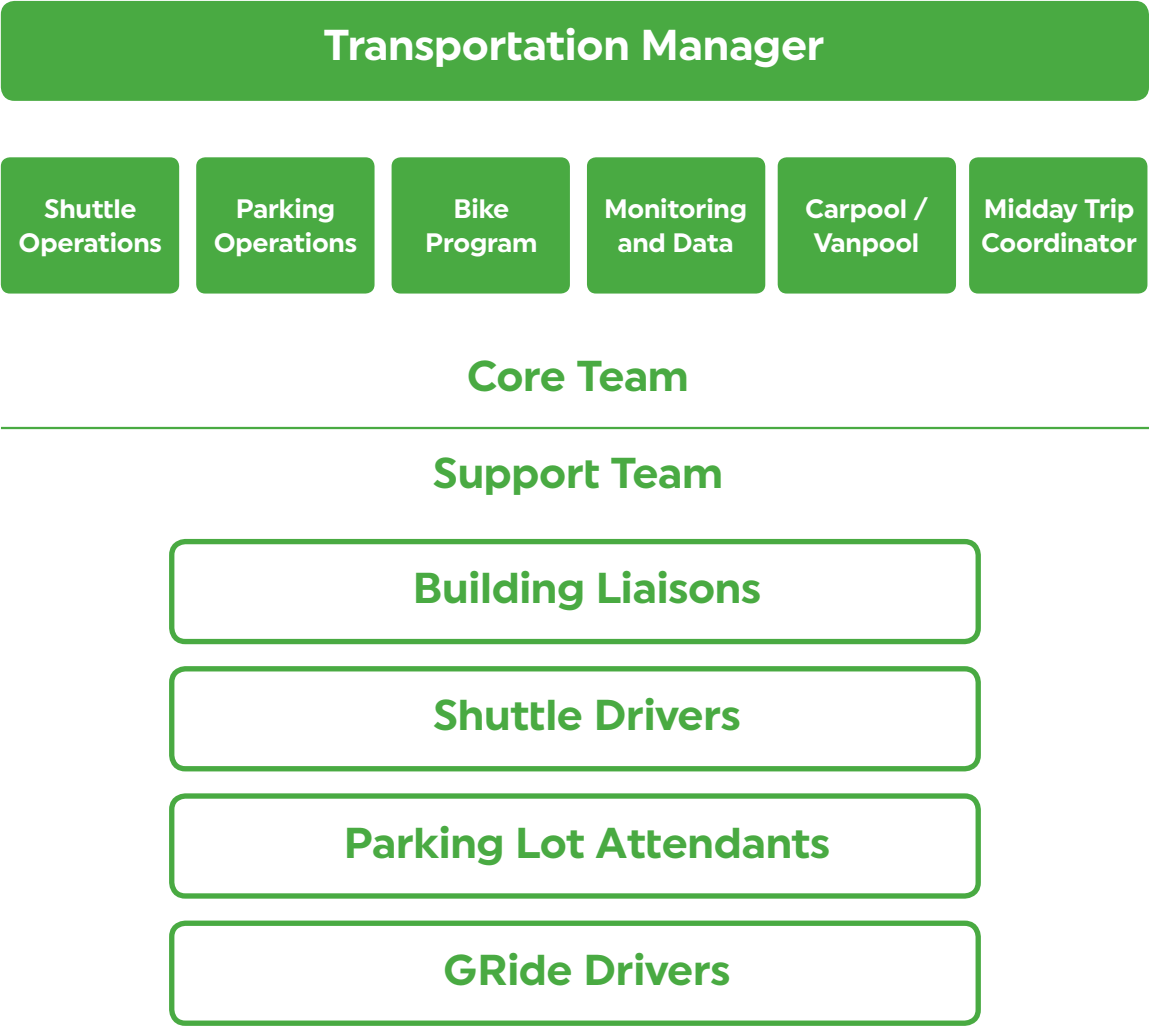


Figure 5.2: Google Transportation Team

5.3 COMMUTER SHUTTLE SERVICES

COMMUTER SHUTTLE SERVICES

Google’s commuter shuttle program was started in 2004 and has since grown to be one of the Bay Area’s largest and most successful employer shuttle programs. Google’s 2017 employee survey identified that the overall commuter shuttle mode share for Mountain View has reached 36.4%. For certain commutes such as, San Francisco to Mountain View, approximately 90% of workers use the Commuter Shuttle as the primary mode to get to work. The shuttle program has dozens of stops located throughout the Bay Area, with each route typically serving no more than three stops to reduce travel time. Free Wi-Fi is offered on board each shuttle.

The shuttle program is operated on weekdays from origin stops between approximately 6:00 and 10:30 a.m. and departs from North Bayshore from approximately 3:30 to 10:30 p.m. The shuttles are free to employees and are also available to contractors for a nominal fee in accordance with federal tax codes. The Google Transportation Team actively manages the shuttle program in concert with contractor suppliers who dispatch and provide drivers. Together, the team responds to day-to-day challenges such as traffic accidents, surges in demand and bus maintenance.

Commuter shuttles are especially effective in reducing drive-alone mode share, since commute shuttles offer higher vehicle occupancy than carpools and vanpools. Google operates both single- and double-decker shuttles, with capacity ranging from 50 to 70 people, respectively. All shuttles are equipped with bicycle storage.

One hallmark of the shuttle program is the ability to adjust service to meet growing demand. The Google Transportation Team continuously monitors population growth, preferences and trends via regular employee surveys and feedback. As office locations are added, Google adjusts services to serve them. Primary approaches to increase service have been to add stops, create new routes, increase frequency, and use higher-capacity vehicles.



Figure 5.3: Google Commuter Shuttle

LOCAL SHUTTLE SERVICES

Connections to Caltrain stations play an increasing role in Google's transportation strategy. Currently, Google provides several services to connect from North Bayshore to local and regional transit stations including nearby Caltrain and VTA light rail stations, as well as long-distance connections to BART.

Until recently, Google funded several publicly accessible shuttle routes to and from the Downtown Mountain View Caltrain and VTA light rail stations. Many of these programs have now been folded into the MTMA's service called MVgo, funded by Google and other companies. Google's buildings are served by all three MVgo routes, which provide timed connections to the Downtown Mountain View Caltrain/VTA LRT station. As part of its enhanced community benefits associated with the Bonus FAR Requalification Request, Google is proposing to continue the funding and expanding service of the community shuttle for the next five years.

In addition, Google provides its workers in North Bayshore with free connector shuttles to the VTA Middlefield Station, which is also served by MVgo. A number of other Google commuter shuttles provide express weekday commute period service from North Bayshore to a number of local Caltrain stations, including San Antonio, Palo Alto and Sunnyvale.

Further afield, the commuter shuttles serve a number of regional transit stations in San Francisco and the East Bay, including Millbrae BART/Caltrain, and BART stations including Glen Park, Fremont, Union City, West Oakland, MacArthur, Ashby and North Berkeley.



Figure 5.4: Inter-campus Shuttle

5.4 BIKING INCENTIVES

BIKING FINANCIAL INCENTIVES

Google provides two bicycling incentives programs in the Parking Management Program. These incentives are the Commuter Bike On-ramp Program and the Bike2Work Points Program. The Commuter Bike On-ramp Program offers \$300 subsidies to purchase a bicycle for those cyclists who complete a six-month program. Bike2Work is a quarterly incentive that offers rewards to those who take a self-powered commute mode to work.

ON-SITE BIKE REPAIR FACILITIES

Google's GBike program staff operates a bike maintenance facility used primarily for the GBike fleet. This facility provides self-repair stations at its Bike Hub, as well as at bike parking areas throughout Google properties in North Bayshore.

Additionally, Google hosts two mobile bike-repair companies in Google parking lots on a regularly scheduled basis to serve the needs of any interested bicyclists in North Bayshore.

BIKE BUDDY PROGRAM

A Bike Buddy program was recently launched as a part of a larger Commute Buddy program. This effort, overseen by the Google Transportation Team, matches existing alternative transportation users with individuals who want to try a new alternative commute. The proposed methods in the Marketing and Information section are used to communicate this program to Google workers.

Google currently has a program to encourage cycling even in long-distance commutes. SF2G (sf2g.com) is a commuter bicycling group for cyclists primarily originating in San Francisco and riding to various points on the Peninsula and to major employer locations in Mountain View and the South Bay, including Google. The premise is that commuting is more enjoyable in a group than alone. Workers can join a group email list and participate in rides organized by SF2G group participants. Rides can vary by route, level of difficulty, average speed, and theme (for example, there may be a competitive element to the ride, or a casual Friday ride may return using Caltrain). This group is open to all, and many workers from other companies now take advantage of this program.



Figure 5.5: Bike Buddy Program



Figure 5.6: Bicycle Maintenance Station

5.5 BICYCLE PARKING, SHOWERS, CHANGING FACILITIES, AND LOCKERS

Whether through celebrations of Bike to Work Day, or through the provision of its iconic, colorful GBikes, Google has long been known to support biking.

Google's success in sustaining a bike-friendly culture also happens behind the scenes. Valuable building space is dedicated to secure indoor bike rooms. Showers and lockers are almost ubiquitous in workspaces. The overall interest is in ensuring that workers who bike feel that choice is respected, and even prioritized over autos.

BICYCLE PARKING

Short-term bicycle parking serves the need for quick access and secure parking without the hassle of bringing a bike inside buildings. This parking is friendly to visitors, located conveniently near building entrances and intended for daily and hourly use. Google

uses racks that meet Association for Pedestrian and Bicycle Professionals (APBP) requirements. Racks are commonly found near entrances to buildings Google owns or occupies throughout North Bayshore and will be provided at Shorebird.

Full-day parking for bikes is provided in bike rooms inside buildings. Bike rooms are located to provide the best-of-route experience for cyclists, located close to showers, lockers and changing rooms. Indoor rooms protect bikes from inclement weather, and badge-controlled access ensures bicycles are safe from theft. These rooms are a significant commitment of valuable office space, but Google finds the investment worthwhile in its contribution to meeting transportation goals.

Table 5.1 summarizes the proposed minimum bicycle parking to be provided at the Project.

SHOWER AND CHANGING FACILITIES

Google currently provides showers, towels, changing facilities, and lockers in its buildings. Consistent with current practices, they will provide these same amenities in the new buildings.

The North Bayshore Precise Plan requires a minimum of 106 showers for the office program, at a rate of one unisex shower for 40,000 square feet and one additional shower per 20,000 square feet.

LAND USE	SHORT-TERM BICYCLE PARKING SPACES PROPOSED (MINIMUM) ¹	LONG-TERM BICYCLE PARKING SPACES PROPOSED (MINIMUM) ²
Office	215	1,070
Residential	260	2,600
Commercial	60	60
Total	535	3,730

Notes:
¹ Precise Plan requirements for short-term bicycle parking are:
Office - one space per 10,000 square feet
Residential - one space per 10 dwelling units
Commercial - one space per 5,000 square feet

² Precise Plan requirements for long-term bicycle parking are:
Office - one space per 2,000 square feet
Residential - one space per dwelling unit
Commercial - one space per 5,000 square feet

Table 5.1: Bicycle Parking Summary

LAND USE	NBPP SHOWER REQUIREMENT	NUMBER OF SHOWERS PROPOSED
Office (2.136 million square feet)	One unisex show for the first 40,000 square feet	1
	One unisex show per 20,000 square feet	105
Total		106

Table 5.2: Proposed Shower Summary

5.6 BIKE SHARING

Bike-sharing is a key part of Google's on-campus transportation strategy. On-campus transportation alternatives reduce the need for workers to use their car during the work day, thereby giving them one less reason to drive to work. As Google occupies many buildings across North Bayshore, and face-to-face interaction is highly valued in the company, bicycles have become a primary means of on-campus transportation.

GBIKES

Google currently operates and maintains a unique fleet of more than 2,000 colorful shared bicycles, known affectionately as "GBikes". The focus of the signature GBike program is to provide convenience and flexibility for on-campus transportation. GBikes are readily available on campus; users can simply pick one up and go. GBikes can be left at any building entrance but are most often used between Google buildings and to reach shuttle stops on campus.

A crew of full-time staff actively manages the operation of the GBike program. Google staff distributes and redistributes GBikes to shuttle bus locations, cafés, and other high-demand locations multiple times per day to meet demand patterns and to ensure that GBikes are a convenient choice of travel. Abandoned

GBikes left at non-Google buildings or outside of North Bayshore are recovered. Broken GBikes are collected, repaired, and put back into service.

The Google Transportation Team regularly reviews the performance of every program, including the GBike program, and budgets for replacement bikes, the cost of maintenance and repair, and expansion of the GBike fleet to keep pace with population growth.

VISITOR BIKES

In addition to casual bike-sharing, Google also operates a shared-bike program with over 800 high-quality commuter bikes called "VBikes". The purpose of the VBike program is to assign bikes on an extended basis to visiting or short-term workers (notably interns) for commute purposes. These are fully-g geared, comfortable hybrid bikes issued with locks. Lights and helmets are also available. With this program, it is possible for many workers to live in the South Bay without owning a car. When the employee's term at Google has ended, the bike is returned and reassigned as needed. VBikes are distributed from a central, staffed location in North Bayshore called the "Bike Hub". Workers may also have their VBike maintained free of charge.

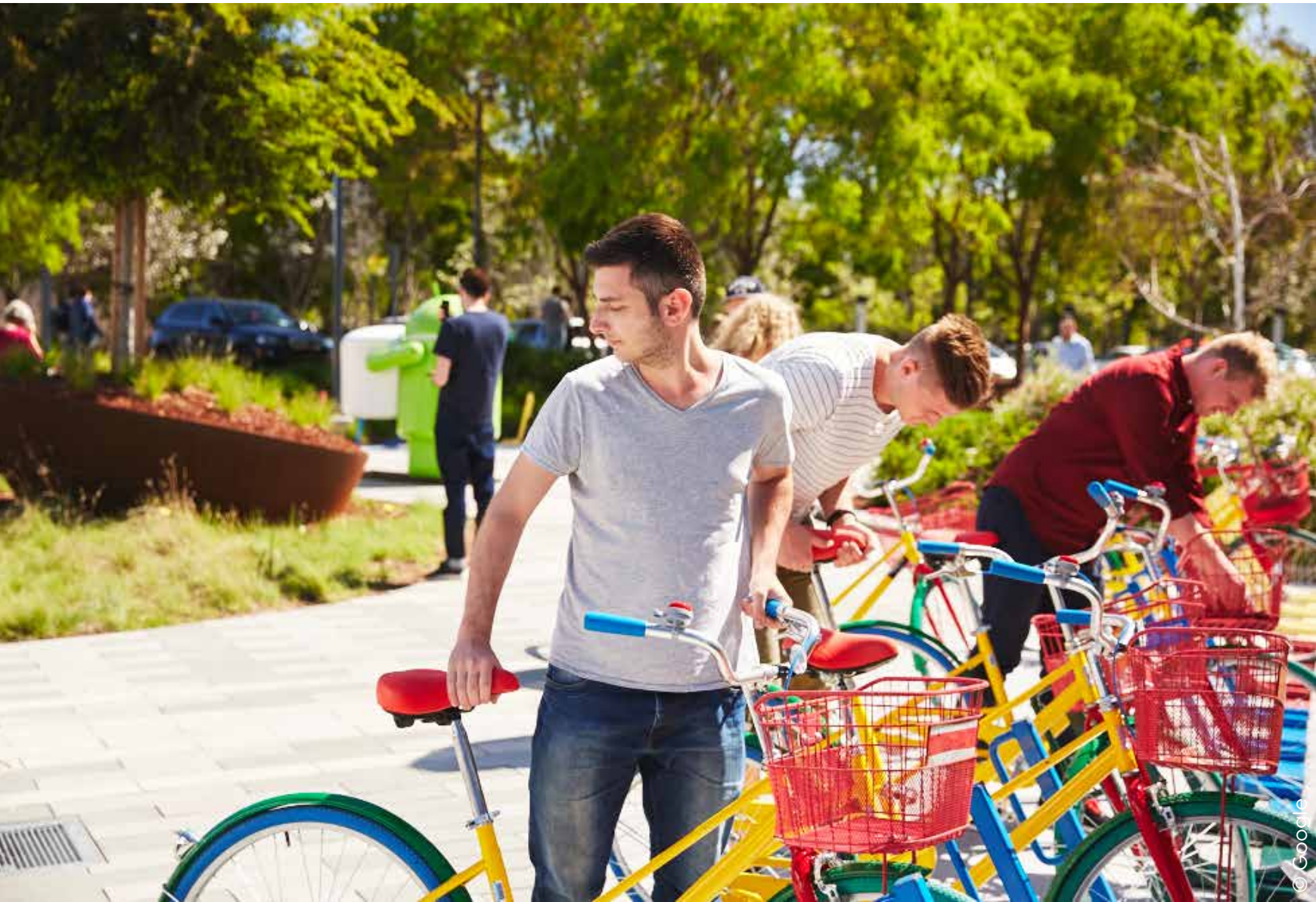


Figure 5.7: GBikes

E-BIKES

Electric pedal-assist bicycles, or e-bikes, are the newest additions to Google’s shared bicycle fleet. E-bikes are offered to Google employees for commuting between Google’s campuses in the area. E-bikes are checked out at the Bike Hub in North Bayshore and must be returned at the close of business each day.

BIKE SHARE PODS AND FREE MEMBERSHIP

Google recognizes the role for shared-bike programs that extend beyond North Bayshore. The bike-share industry is in a state of rapid transformation, and Google intends to stay aligned with trends and opportunities. Shared-bike programs are perfect for travel off-campus, including commuting to/ from Caltrain stations and for off-campus meetings.

BIKE SHARE SAFETY AND SECURITY

Bicycle helmets are provided in every building lobby for Google employee use. Helmets are also available at two bicycle repair shops on the campus. Locks are provided with each V Bike. Google workers are also allowed to bring bicycles indoors to a secure parking area in their building, or to a secure area in a parking structure.



Figure 5.8: Lime e-bikes

5.7 CAR-SHARING

Workers currently have access to several car-sharing options, including Google’s own fleet of shared vehicles (GFleet) and subsidized membership to external car-sharing organizations located in North Bayshore. Access to shared cars in North Bayshore for things like errands, doctors’ appointments and off-campus meetings reduces workers anxieties around leaving their cars at home.

GFLEET

The hallmark of its car-sharing service is called GFleet. Google maintains an all-electric fleet of over 85 car-share vehicles available to all employees, free of charge, during work hours. GFleet vehicles are used for trips that begin and end at the Google Campus.

ZIPCAR

Google provides free employee membership to Zipcar and reimburses business travel, while reduced rates are available for personal use. Zipcars are useful for renting for longer periods of time than GFleet, including weekends, providing workers with around-the-clock options.



Figure 5.9: GFleet

5.8 PARKING

Google remains committed to reducing overall parking supply and better utilizing the parking it does provide to minimize the amount of space dedicated to parking.

PARKING MANAGEMENT PROGRAM

Google is developing a program to manage parking usage, one that will be innovative and fitting with its culture. The TDM manager will manage the development and implementation of this program. The program identifies a combination of incentives and policies that work to manage the daily demand for parking and shift users to alternative modes as efficiently as possible. Options include points, awards for joining a commute program, large awards for hitting milestones, or daily charges or incentives. Google is investigating a possible cash-out program as one of the parking program components.

PARKING SUPPLY

A total of 4,260 spaces will be provided for the office program (2.0 spaces for every 1,000 square feet of office program). The office parking supply is 25% below the NBPP maximum provision of 2.7 spaces per 1,000 square feet of built office space. For the residential parking, 1,040 spaces are provided (0.4 spaces per dwelling unit), which is 30% below the NBPP requirement for residential parking. Retail parking will provide 300 spaces.

More than just reducing the quantity of parking per unit of office space, location matters as well. 960 spaces are provided for office workers in a parking structure within Shorebird, while 3,300 spaces are provided off-site within convenient walking distance. Residential parking is provided in-building and adjacent on-site parking structure (with the 300 retail spaces).

Shorebird also includes up to 7,400 linear feet of curbside loading zones, providing space for nearly 300 vehicles to use on-street. All existing surface parking within Shorebird will be removed. Within the overall parking supply, priority spaces are provided for key user groups; further information is provided in **Section 5.9.**



Figure 5.10: Electric Vehicle Charging Stations

5.9 PRIORITY PARKING SPACES

Google currently provides priority parking for carpools and electric vehicles, and this program will be expanded to Shorebird to meet the standards established in the NBPP.

Table 5.3 provides the amount of office and commercial parking to be provided at Shorebird and the allocation of carpool and other priority parking spaces.

To respond dynamically to increased demand for priority parking for carpools and vanpools, the use of priority parking spaces is monitored on an ongoing basis to determine whether a greater number of priority spaces is required.

Google also provides priority parking for expectant mothers, electric vehicles, and its own GFleet car-share. More of these priority spots will be designated as the fleet of electric vehicles and carpool vehicles grows.

SPACE BREAKDOWN	OFFICE	COMMERCIAL	TOTAL
Standard	3,270	1,182	4,452
ADA	53	24	77
Electric Vehicle	426	134	560
Carpool/Vanpool	426	0	426
Expectant Mother	85	0	85
Total	4,260	1,340	5,600

Table 5.3: Parking Provisions at Shorebird



Figure 5.11: Priority Parking
Designated priority parking for expectant mother (left) and carpool parking (right)

OFFICE TDM PROGRAM

5.10 ON-SITE AMENITIES AND SERVICES

The on-site amenities and services provided at Google reduce the number of trips that workers need to take during the day and increase the feasibility of using an alternative to a single-occupancy vehicle for commuting. Some of these amenities will be offered at Shorebird (on-site food, fitness etc.) while others are provided elsewhere nearby. Types of amenities and services include:

- DINING:** On-site food services
- HEALTH:** On-site fitness centers
- FACILITIES:** On-site services such as ATMs and laundry
- DAYCARE:** Two full-time childcare centers



Figure 5.12: Examples of Amenities

5.11 MARKETING AND INFORMATION

A key part of Google's TDM program is the communication of travel options and a method for communicating any travel-related issues on a day-to-day basis. Travel information needs to be easily accessible to new and existing workers, as well as visitors to the Google campus.

The Google Transportation Team operates an extensive website describing all available transportation services and supportive programs. The team is also responsible for email announcements, newsletters and maintaining up-to-date information on the intranet site concerning commuting conditions and traveler information, and coordinating the relaying of this information with our Building Liaisons. This is supplemented by Google Building Liaisons, who coordinate with workers at the building level. As part of a welcome package, HR

provides new workers with information about their transportation options, including directions to the transportation intranet site, contact information for their Building Liaison, as well as instruction for finding solutions to transportation (and other) issues. An internal online support system is used to respond to individual questions and issues and to collect feedback across all of Google.

Google employs a full-time TDM manager who oversees and coordinates transportation information. The TDM manager is responsible for identifying opportunities to enhance the marketing and communication of transportation options, and for working with both internal and external partners to develop and communicate incentive programs.

Google is continuously expanding and refining its outreach programs. Measures in progress

include an upgraded website to provide all current and planned program elements, commute cost and carbon calculator, local and regional bike maps, resource lists, and other commute planning tools.

The outreach program intends to target specific employee groups with materials like informational welcome packets, posters, banners, meeting room displays and more, as well as campus events and programs that could include programs like interdepartmental competitions to encourage alternative transportation use.

5.12 OTHER PROGRAMS

EMERGENCY RIDE HOME PROGRAM

Google’s Emergency Ride Home (ERH) Program (an enhanced version of the Guaranteed Ride Home Program described in the TDM Guidelines) is available to all employees who use alternate modes of transportation and who experience an emergency. The ERH Program includes roadside assistance for cyclists, rides home in a vanpool and/or taxi reimbursement. ERH is a supporting program that makes transit, shuttle services, carpooling, ridesharing, and bicycling viable transportation choices. Like all of its transportation programs, ERH is managed through the Google Transportation Team.

MEMBERSHIP IN THE TRANSPORTATION MANAGEMENT ASSOCIATION (TMA)

Google was a founding member of the Mountain View Transportation Management Association (MTMA), and continues to be a member in good-standing. Membership in and coordination with the TMA will continue to be an element of Google’s TDM approach as the TMA develops its services and functions.

RIDESHARE / EXPANDED CARPOOL MATCHING SERVICES

Google provides an enhanced rideshare program available to all Google workers. Using Waze technology, potential carpoolers are able to dynamically match up through an app; drivers are reimbursed for their costs only. Waze carpoolers can use the designated carpool parking spaces. The aim of the program is to allow workers to input specific parameters and preferences, such as origins, destinations, how far they are willing to travel to get picked up etc.

Google has experimented with other shared-ride services: Scoop and Lyft Line. In the future, if further mode shift is necessary, Google has experience with each of these services and knows how to use them to drive additional behavior change.

PRE-TAX COMMUTER BENEFITS

Google provides pre-tax commuter benefits through payroll deductions and a third-party provider. Consistent with the provisions in the federal tax code, workers have the opportunity to pay for transit passes or parking expenses using pre-tax dollars.

SUBSIDIZED OR FREE VANPOOLS OR CARPOOLS

Google currently subsidizes vanpools by providing vans, fuel, toll expenses and vehicle maintenance. Google plans to expand this program to increase participation, with a particular focus on areas that are not well-served by the shuttle service.

In the near future and in concert with the implementation of its Parking Management program, it is anticipated that vanpool and carpool participants will be supplemented by programs that encourage carpooling and vanpooling. Such programs include financial incentives, priority parking spaces or other creative solutions.

SUBSIDIZED OR FREE TRANSIT PASSES

Currently Google supports commuters using public transit by offering a pre-tax commuter benefit. Google has been actively investigating offering free transit passes, especially to encourage commutes by Caltrain.

GRIDE

Operated by Google, GRide is an on-demand transportation service similar to a taxi, serving longer trips between Google facilities for employees who do not bring their private cars to campus. This service provided over 75,000 trips in 2014.

ALTERNATIVE TRANSPORTATION

Google is continuously experimenting with new programs and strategies. The field of alternative transportation is extremely active right now. New apps, services and technologies are being developed constantly. Google’s Transportation Team plans to remain an early adopter, finding and deploying solutions that work.



6

RESIDENTIAL TDM PROGRAM



6.1 RESIDENTIAL TDM PROGRAMS

The NBPP Residential Vehicle Trip Performance Standard and Residential TDM Guidelines are still in development by the City at the time of preparing this TDM plan; therefore, the specific program items and program performance cannot currently be assessed. However, the project is committed to working within these guidelines and the following provides an overview of the type of programs considered.

The future of mobility in North Bayshore will require a mix of land uses and a multi-modal transportation network that together will encourage people to make more trips within, to, and from the site without a car. The built environment and the “green grid” will create a place that accommodates all modes; a residential TDM program will support car-free and low-driving lifestyles for those who live in Shorebird. At the core of this program is a reduced parking supply for all residential developments. Residential parking will be provided at a rate of 0.4 parking spaces for every residential unit (approximately 1,040 total spaces), inherently limiting the number of vehicle trips made by private vehicles.

A residential TDM program leverages the planned multimodal infrastructure and complements it with mobility programs to encourage trips by non-driving modes to reduce the volume of vehicle trips within the site and through the gateways. In addition

to supporting efforts to reduce vehicle trips and congestion on roadways, the residential TDM program will support the North Bayshore Precise Plan to:

- Promote housing affordability
- Improve transportation connections
- Promote Transit, Biking, and Walking

This plan outlines both core and supportive programs. Core strategies are fundamental to the plan because they result in the greatest reduction in vehicle trips and support for the NBPP Principles; supportive strategies are secondary and support the decision to make trips without a car. The success of the residential TDM will be most significant if all residential developments within the area provide a similar set of benefits to residents to encourage using non-driving modes for regular trips.

The residential TDM program is designed to serve all residents in the Shorebird area; certain adjustments are required for specific program elements to ensure equitable options to tenants of Below Market Rate (BMR)¹ housing units. The residential TDM program and each element’s alignment with the core program goals are shown in **Table 6.1**.

¹ BMR housing, as included in this plan, is housing priced at 60% BMR and above. Units below 60% BMR will be managed by the City of Mountain View.

RESIDENTIAL TDM PROGRAM ELEMENT	TRIP REDUCTION RANGE	PROMOTE HOUSING AND AFFORDABILITY	IMPROVE TRANSPORTATION CONNECTIONS	PROMOTE TRANSIT, BIKING AND WALKING
CORE PROGRAMS				
TDM Concierge Staff	-			✓
TMA Involvement	-		✓	✓
Local Shuttle Connections	< 4.0%		✓	
Mobile Friendly Transportation Website	0.8% to 4.0%	✓	✓	✓
Unbundled Parking	2.6% to 13.0%	✓		✓
Transit Pass Program	0.3% to 20.0%	✓	✓	✓
SUPPORTING PROGRAMS				
On-site Car-share Vehicles	< 0.7%	✓		
Car-share Spaces	-			
Short- and Long-term Secure Bike Parking	3.0% to 21.3%			✓
Residential Bike-share or Loaner Bike Program	Grouped Strategy ¹	✓		✓
Access to Larger Bike- and Scooter-share Program	Grouped Strategy ¹	✓		✓

Notes:
¹ There is no data on reduction associated only with bike parking; this range is as part of a grouped strategy including enhanced walkability and bikeability of Shorebird as a whole.

Table 6.1: Residential TDM Programs

6.2 HIRE AN ON-SITE TRANSPORTATION COORDINATOR

Transportation concierge staff serves as a coordinator for all resident-related transportation services and concerns. The key function of this role is to provide oversight and management of a site’s TDM program. A dedicated staff person will serve as the contact person for residents and can help with trip planning, accessing transportation benefits, and general program management and oversight; the coordinator would also work directly with the Mountain View TMA and City to act as a representative for residents transportation needs.

The transportation concierge staff will have an on-site presence and be responsible for monitoring the use and overall effectiveness of the program, including tracking the development’s vehicle trip generation, parking utilization, and mode split. There is potential to coordinate this position across multiple residential sites to use their time efficiently.

Responsibilities include:

- **COMMUTE PLANNING:** offer commute trip planning information, including links to the regional 511 Rideshare program, bike route planning, and local transit options and schedules.
- **SERVICES:** provide Clipper card, car-share memberships, and parking policy information.
- **INFORMATION:** provide information on accessing TDM program elements and amenities.
- **MARKETING:** work with the TMA to coordinate messaging and other information with other TDM coordinators.
- **BIKE PROGRAM:** manage the loaner bike program.
- **DELIVERY ASSISTANCE:** receive and safely store packages for all residents in appropriate storage locations (for example cold storage for groceries).

6.3 TMA INVOLVEMENT AND SUPPORT

A Transportation Management Association (TMA) is typically a nonprofit, member-based organization that provides transportation services based on local needs and challenges. TMAs address parking and circulation, function as a point of coordination, and provide transportation information to residents and visitors.

The City of Mountain View has an existing TMA, Mountain View Transportation Management Association (MTMA); this is independent of the City and is not a public agency. The MTMA operates the MVgo shuttle system that travels throughout North Bayshore and to/from the downtown transit center. Shorebird residential developments will join the MTMA to support transportation initiatives in North Bayshore.

The residential development will become an active member of the TMA and the transportation concierge staff will represent Shorebird residents. In addition to membership, mobile- and web-friendly

resident transportation information will be provided.

Key functions of the TMA as stated in the Precise Plan also include:

- **SHUTTLE SERVICES:** integrate existing shuttle systems to create more efficient and coordinated services.
- **TMA ORGANIZATION:** assist TMA members in meeting their TDM targets.
- **MONITORING:** coordinate monitoring and reporting of data on TDM strategies and progress towards meeting trip reduction and SOV targets.
- **PROGRAM DEVELOPMENT:** develop transportation management strategies and secure funding from private employers, property owners, the City, regional, state, and federal agencies.



Figure 6.1: Mountain View Community Shuttle

LOCAL SHUTTLE CONNECTIONS

Through the development process, a mix of land uses ensures that everyday services will be available within a short walk, bike or bus ride from residential developments in the Shorebird Neighborhood. Convenient transit can support the decision for car-free trips; for residents to rely on the local shuttle options within the area, routes need to make it easy for people to get where they want to go, when they want to travel.

To support an expansion of the community shuttle services, additional funding may be provided for the existing shuttle programs to support service seven days a week, more frequent headways, and additional off-peak services. The investment in shuttle expansion would provide residents (and non-residents) with time-efficient connections between North Bayshore, Downtown Mountain View (Castro Street), and the Crossings.

Two shuttle services are currently offered in Mountain View – MVgo and Mountain View Community Shuttle. Both are free and publicly available to the local residents, workforce and visitors.

MVgo is based out of the Mountain View Transit Center in downtown Mountain View. Four shuttle routes are available, connecting large employers in West Bayshore and East Whisman with the Mountain View Caltrain station. The service is available on weekdays, primarily operated during the peak commute period.

Mountain View Community Shuttle connects residential neighborhoods, senior residences and services, city offices, libraries, parks and recreational facilities, medical offices, shopping centers and entertainment venues with the Mountain View Transit Center; there is no service to North Bayshore. The shuttle service runs every 30 minutes on weekdays, from 10:00 a.m. until 6:00 p.m., and offers hourly service on weekends and holidays between 10:00 a.m. and 6:00 p.m.

CREATE AND MAINTAIN A MOBILE-FRIENDLY TRANSPORTATION WEBSITE

A mobile-friendly website for residents can increase the awareness of non-driving options by providing transportation information, point-to-point navigation tools, travel suggestions, user engagement campaigns, and other efforts. A mobile friendly website will include the following:

- REAL-TIME TRANSIT INFORMATION:** including MVgo and Mountain View Community Shuttle arrivals and connections with Caltrain and VTA.
- MULTIMODAL OPTIONS:** information on costs and multimodal options available for traveling to and from North Bayshore, as well as information on nearby attractions and services.
- REGIONAL INFORMATION:** links to citywide or regional transportation information.
- RESIDENT WEBSITE:** resident-specific portal to allow for the delivery of targeted, individualized TDM information.
- PROMOTION:** notifications of upcoming transportation-related events.

•**DELIVERIES:** integration with internet delivery services for ordering.

•**CAR-SHARE AND BIKE-SHARE:** registration for car-share and bike-share memberships.

•**DAYCARE:** North Bayshore child care services enrollment.

6.4 UNBUNDLE WITH COSTS RELATIVE TO BMR HOUSING DISCOUNT

Residential parking (for all units) will be unbundled. Unbundled parking separates the cost of a residential parking space from the rental or purchase price of a unit. This program reduces monthly housing costs for households that do not wish to own and park a vehicle.

Reduced parking supply is closely related to unbundled parking. With fewer residents owning a car, a variety of land uses that provide entertainment, retail and daily services, and a transportation environment that makes it easy to get around without a car, there will be fewer vehicle trips from residents.

The proposed development plans to have 1,040 spaces for up to 2,600 units; **Table 6.2** shows the breakdown of space types provided on site.

The cost of residential parking spaces will reflect the market value of parking; residents who choose to own and park a car will be required to pay for parking on a monthly or yearly basis to provide flexibility to give up vehicle ownership at any point in the year. Residents of BMR units will have a reduced monthly rate for parking that is proportional to the BMR housing subsidy. For BMR for-sale units, unbundled parking will also be option. The sale price may be reduced if parking is not included in the sale and parking can still be made available on a rental basis.

The success of this program relies on restricting the ability for residents to obtain regular parking for a lesser cost and on offering mobility options for when people need to have a car or to make long trips.

STANDARD SPACES	ELECTRIC VEHICLE (EV) SPACES	ACCESSIBLE (ADA) SPACES	TOTAL SPACES
915	104	21	1,040

Table 6.2: Residential Parking Spaces

6.5 TRANSIT PASS PROGRAM

Clipper Cards are the Bay Area's transit fare payment card. Providing Clipper Cards upon move-in with a monthly transit subsidy increases residents' awareness of nearby transit options and reduces barriers to trying transit for regular trips. The overall impact of a transit pass program in supporting transit ridership and affordability is dependant on the level of financial subsidy.

Residents in Shorebird will receive a monthly transit subsidy as either Clipper E-Cash or the VTA SmartPass to maximize the transit options available to meet their travel needs. Residents of market rate housing may get at least one pass per household, while residents of BMR housing units may get a subsidy to cover transit access for no less than the first two residents of a unit.

The exact amount, duration, and distribution process of the transit subsidy will be negotiated and agreed upon prior to building occupancy.



Figure 6.2: Clipper Card

6.6 CAR SHARE PROGRAM

ON-SITE CAR SHARE VEHICLES

On-site car-share vehicles are a required strategy by the City of Mountain View. Car-share vehicles and memberships can give residents affordable, 24/7 access to a car when they need one. In addition to having cars available on-site, membership subsidies will be provided to residents to reduce the financial barriers to using this fleet. At least one membership will be provided for each unit. The level of subsidy may vary between market rate and BMR units, with market rate households receiving a partial subsidy on annual memberships and BMR households receiving a complete subsidy on annual memberships.

Instead of paying for commercial car-share memberships, the developer may establish a development-specific car-share program by purchasing vehicles for sole use by residents. If this is provided on-site, residents can reserve a vehicle in advance and a stipend may be available for residents of BMR housing units.

PROVIDE CAR SHARE SPACES

Car-share spaces help offset a smaller parking supply by offering residents access to a vehicle without their having to purchase one. In addition to having dedicated spaces that are easily accessible, each site will provide family amenities, such as car-seats, to increase the reliability and accessibility of car-share vehicles. To comply with the NBPP the following standards will be met through the site design process:

- **QUANTITY:** one car-share space for developments with 50 to 200 units. Developments with over 200 units shall provide two spaces, plus one for every additional 200 units.
- **LOCATION:** spaces shall be located in or near publicly accessible areas to allow use by non-residents.
- **ON-SITE PROVISION:** the developer or property manager shall give car-share operators the right of first refusal to locate vehicles on-site at no cost. If a car-share operator chooses not to locate vehicles at the development, the developer and/or property manager will not be penalized.



Figure 6.3: Car Share Services

6.7 SHORT AND LONG TERM BIKE PARKING

Residents are more likely to bike when offered the same level of access and security as those who drive. **Table 6.3** shows the bike parking, by type, to be provided on-site; the NBPP requires the following bike parking standards:

- QUANTITY:** one short-term bicycle parking space is required for every 10 units and one long-term bicycle parking space is required for every unit.
- IDENTIFY:** North Bayshore developers are required to clearly identify secure bike parking locations for residents.
- LOCATION:** the spaces must be located in an easily accessible, well-lit, and attractive location close to main entrances that experience high pedestrian traffic.
- ACCESS CONTROL:** developers shall provide a fob, key, or another secure access mechanism to residents for long-term bike parking. Bike parking should be designed to also accommodate cargo bicycles.

•**PUBLIC ACCESS:** publicly available bicycle parking shall be placed according to the recommendations outlined in Appendix D of the City of Mountain View’s Bicycle Transportation Plan Update.

It is likely that some residents will not own a bike and others will own more than one. Any unused spaces will be made available to full-time workers of on-site retail or commercial uses and/or a residential loaner bike program. To ensure residents have priority to secure bike parking, the appropriate amount of spaces made available to workers will be determined by the Transportation Concierge Staff on a quarterly basis.



Figure 6.4: Bicycle Parking

SHORT-TERM SPACES		LONG-TERM SPACES	TOTAL BIKE PARKING SUPPLY
260		2,600	2,860

Table 6.3: Residential Bike Parking Spaces

6.8 RESIDENTIAL BIKE-SHARE OR LOANER BIKE PROGRAM

The developer can establish a Shorebird specific bike-share program or loaner bike program to make biking equally accessible to residents. This program may be structured one of two ways. One option is to pay to sponsor a docking station operated by an official bike-share provider at the residential site. With the increase in dockless bike-share programs, an agreement could be established for rebalancing efforts to include placement near residential areas.

Alternatively, a site-specific loaner bike program may be provided where bikes are purchased and provided specifically for tenant use. This could also be coordinated with a local bike shop or a bicycle advocacy organization to launch and operate this program. If a site-specific program is implemented, cargo and/or family friendly bikes will be provided.

A loaner bike program would require reservations through a residential portal, with free rides up to two-hours and a small fee for each additional hour the bike is checked out. Residents of BMR rate housing will be allocated a monthly stipend to accommodate some longer trips.



Figure 6.5: Bike Share

6.9 ACCESS TO LARGER BIKE AND SCOOTER-SHARE

ACCESS TO LARGER BIKE AND SCOOTER SHARE

Bike and scooter-share increase the options for longer connections between modes. Currently, there is no dock-based bike-share within the City of Mountain View. Dockless shared mobility models are constantly changing; through partnerships, space can be set aside on-site for bike and scooter-share vendors, however, an agreement would need to be established to ensure that the shared vehicles are available for residents to use throughout the day.

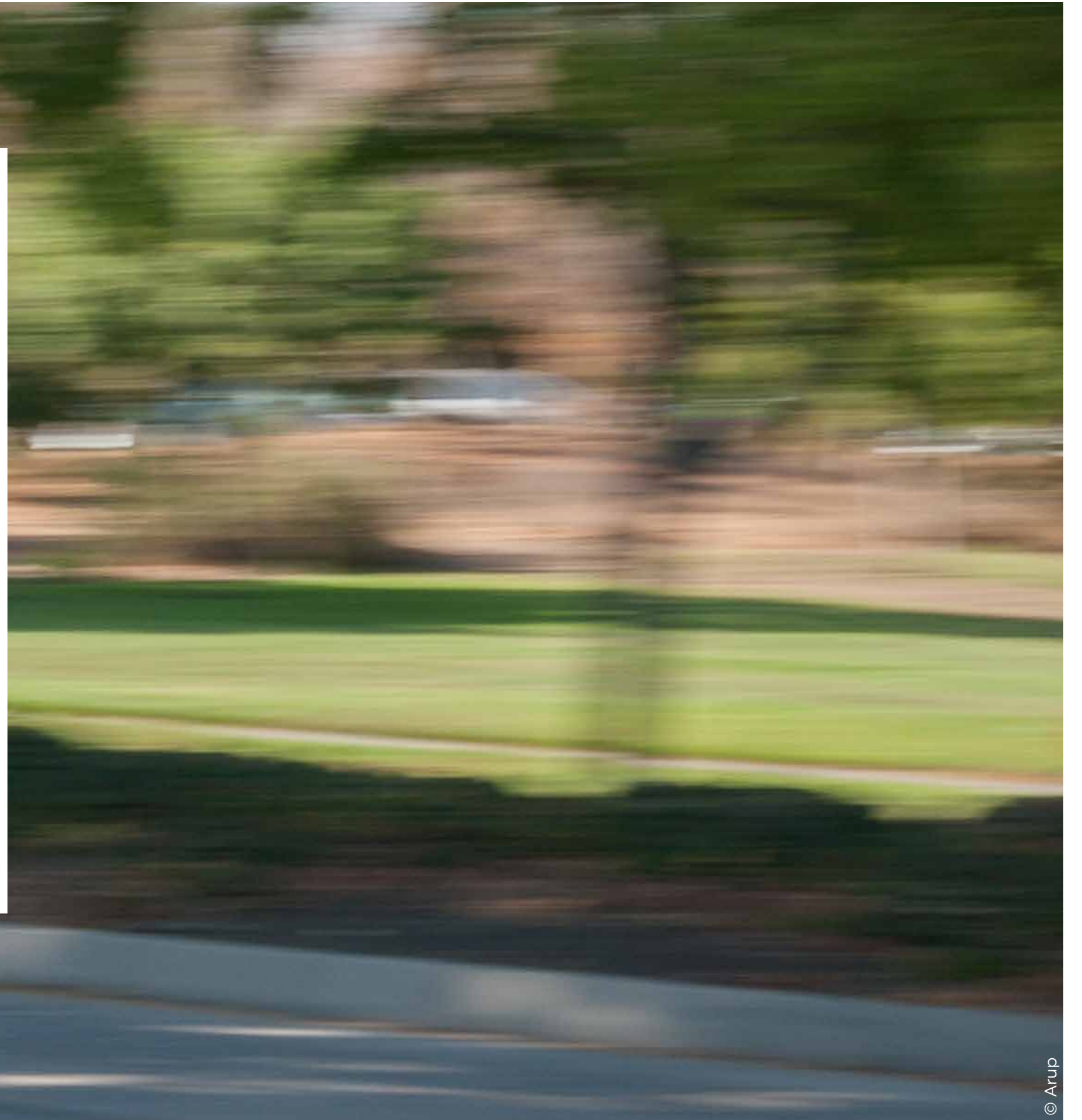
If bike-share is provided, one option is to work with Clipper and bike/scooter vendors to explore the possibility of accepting payment made with Clipper Card accounts, specifically in the roll-out of Clipper 2.0. This would be similar to how transit passes and e-cash can be loaded. If residents are already receiving Clipper e-cash from the development, then they can easily integrate a bike-share membership into their transportation options.



Figure 6.6: Electric Scooters



7 MONITORING AND ENFORCEMENT



7.1 OFFICE TDM

MONITORING

As part of the on-going monitoring and adjustment, a data collection survey will be conducted at least once a year. Data collection will include a statistically significant survey of workers to determine the SOV / Drive Alone mode share percentage.

If appropriate, the mode share may be adjusted for sampling error to be more representative of the population of workers.

In addition to providing annual monitoring reports specifically for Shorebird office land use, Google will also report its TDM performance across the full campus.

Google workers at Shorebird Campus will participate in the North Bayshore mode share survey. Although a site-specific employee survey is optional, conducting an employee survey will provide insight into the success of various TDM measures. It provides data on the SOV / Drive Alone mode share as well as guidance on how to change less effective strategies and expand upon successful ones.

EVALUATION AND ENFORCEMENT

The SOV / Drive Alone mode share as reported in the employee survey will be compared against the 45% target from the NBPP. If this mode share target is not met, the TDM Program will be improved and refined with the aim of achieving the target mode share.

ANNUAL REPORT SUBMITTAL

A monitoring report, submitted annually to the City of Mountain View per the North Bayshore TDM Plan Guidelines, will be developed. The report will include the following elements:

- STATUS OF ALL EXISTING TDM PROGRAMS:** including data on participation rates if available.
- STATUS OF ALL RECOMMENDED TDM MEASURES:** from the prior monitoring report (if applicable), including any available data on participation rates, if any.
- METHODOLOGY:** description of the data collection methodology
- FINDINGS:** results of the employee survey.

•**EVALUATION OF THE SITE'S PERFORMANCE:** compared to the City requirements and TMA guidelines.

•**CONCLUSION:** whether compliance with the 45% SOV target is being met.

•**DESCRIPTION OF NEXT STEPS (IF NEEDED):** including future modifications of the TDM program and the time frame for implementation.

If the findings in the report show that the mode share target has not been met the tenant will modify the TDM Toolbox to reduce SOV mode share further.

It is recommended that the review of the TDM toolbox is in conjunction with the employee survey results to identify refinements to existing strategies and new strategies to implement. A timeline for making changes to existing strategies and implementing new strategies will also be identified.

ENFORCEMENT

If necessary, the annual report will state whether the mode share target has been met. The report shall provide an explanation

of how and why the reduction has not been reached and a description of additional measures that will be implemented in order to attain the goal.

If the second annual report indicates that in spite of the changes in the TDM program, the mode share target still is not met, or if the applicant fails to submit such a TDM report at the time required, the City may assess the property owner a penalty. The amount of the financial penalty will be determined based on the TDM plan and penalty programs developed by the City as specified in the project conditions of approval.

The project supports the City's consideration as to whether the employer/property owner has made a good-faith effort to meet the TDM goals and its allowing the employer/property owner a certain "grace period" time to implement additional TDM measures to meet their TDM goals.

7.2 RESIDENTIAL TDM

The NBPP Residential Vehicle Trip Performance Standard will evaluate the overall performance of all residential development projects within North Bayshore. The performance standard is expected to be an estimated trip-per-unit factor, based on the overall residential household characteristics (total units, unit size, parking ratio). At the time of preparing the Residential TDM Program for Shorebird, the North Bayshore Residential TDM Guidelines are still in development; therefore, performance of the program cannot currently be assessed against these guidelines.

The residential developer will work with the City to identify appropriate monitoring methodology and practices for the residential trips and will provide summary information for Shorebird in a monitoring report.

SHOREBIRD TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN

MOUNTAIN VIEW, CA 2018

